

4. Program Recommendations



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4. Program Recommendations

Milwaukee Bicycle Program

Goal

Establish a funded bicycle program within the Department of Public Works.

Bicycling is affordable transportation

Bicycling is an affordable form of transportation. It is affordable for users who can purchase new or used bicycles for a fraction of the cost of a motor vehicle. It is also affordable for the city as a well-connected bicycle network will cost only a fraction of what the city currently spends on transportation each year. Bicycle improvements in Milwaukee have historically been funded on a piecemeal basis, with most of the funding coming from state and federal transportation grants. For Milwaukee to support bicycling as a viable means of transportation a dedicated source of funding must be created just as one is for motor vehicle transportation. A relatively modest investment in cycling will provide matching funds for state and federal grant money, staff to oversee the program, and the ability to become a world-class city for cycling.



Milwaukee cyclists don't let rain, snow and other adverse weather keep them off their bikes.

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Objective 1: Fund a Milwaukee Bicycle Program

Supporting Policies

- 1.1 Create a dedicated \$450,000 budget to be used to fund bicycle and pedestrian programming in Milwaukee.
 - 1.1.1 Strategy: Funding will be used for local match on federal grants.
 - 1.1.2 Strategy: Funding will be used for maintenance of bicycle lanes.
 - 1.1.3 Strategy: Budget will be used for capital expenditures on new bicycle facilities.
 - 1.1.4 Strategy: Budget will be used for a SmartTrips style targeted marketing program.
 - 1.1.5 Strategy: Budget will be used for printed materials such as bicycle maps.
 - 1.1.6 Strategy: Budget will be used to fund bicycle and pedestrian safety education programs.
 - 1.1.7 Performance Measures: A budget category for bicycling by the end of 2011.
 - 1.1.8 Best Practices: Seattle, WA; Scottsdale, AZ
- 1.2 Increase the number of staff dedicated full-time bicycle and pedestrian issues.
 - 1.2.1 Performance Measures: Add one FTE staff member by the end of 2013.
 - 1.2.2 Best Practices: Portland, OR; Chicago, IL
- 1.3 Add a student-intern staff to the bicycle and pedestrian staff similar to the Traffic Engineering section.
 - 1.3.1 Performance Measures: Weekly intern hours should equal at least one FTE. Begin intern program in time for the beginning of the 2011 school year.
 - 1.3.2 Best Practices: Chicago, IL

Discussion

Milwaukee has invested \$9.8 million in bicycle facilities, all without a separate budget for cycling. The city's piece-meal investments in bicycle facilities have been successful to this point. However, to truly become a world-class city for cycling, bicycle planning and investment must be done on a long-term basis as it is for every other city department. Building infrastructure and creating programs that nurture and support cycling takes years, and those programs and infrastructure cannot be accomplished if future funding is unknown. In order to better plan for these investments and to maintain Milwaukee's existing and growing bicycle facilities, a dedicated funding source must be created (1.1).

Currently Milwaukee has one employee responsible for bicycle and pedestrian issues. That same employee has additional duties related to streetscaping and traffic calming. To increase bicycling in Milwaukee and to be recognized as one of the world's best cities to bike in, the city needs to increase the staff dedicated to these issues (1.2). This plan recommends the City dedicate additional staff for bicycle and pedestrian issues.

In addition to adding full-time staff, the city should add dedicated high school and college student interns to the program. Internships can focus on marketing, planning, GIS, engineering and public relations (1.3).



Building cycling infrastructure requires long-term funding and knowledge about future budgets.

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Objective 2: Increase Bicycle Access in the Central Business District

Supporting Policies

- 2.1 Conduct in-depth, multi-modal study of downtown focused on lane and parking configurations.
 - 2.1.1 Performance Measures: Complete a multimodal study that includes lane and parking configuration recommendations by the end of 2011.
- 2.2 Ensure that the Downtown Master Plan accommodates bicyclists both on the street and in parking and other facilities.
 - 2.2.1 Performance Measures: Inclusion of bicycle specific goals in the Downtown Master Plan that align with the goals of this plan.
 - 2.2.2 Responsible Department: Department of City Development

Discussion

Milwaukee's downtown has high levels of bicycle, pedestrian, private motor vehicle and bus usage. These users often come into conflict due to the design of transportation and pedestrian facilities. An in-depth multi-modal study should determine how these different modes of transportation can operate more safely and efficiently together (2.1). The study should make special note of bicycle and motor vehicle parking in the downtown area and conflicts between bicycles and motor vehicle parking. The study should have a goal of more consistent parking and lane patterns that take into account the contiguous land use and bicycle access.

The Downtown Master Plan will guide development in the downtown area for the next ten years. It is imperative that the plan provide for bicycle lanes, ample bicycle parking and other accommodations so that bicycles are an attractive and efficient means of getting around downtown. The recommendations of this plan should be integrated into the Downtown Master Plan (2.2).



Downtown Milwaukee has large numbers of cyclists. Downtown planning efforts should focus on the safe and efficient accommodation of cyclists, motorists and pedestrians.

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Objective 3: Pilot a Bicycle Sharing Program

Supporting Policies

- 3.1 Gather local support for a bike sharing program.
 - 3.1.1 Performance Measures: Identify key stakeholders, including UWM, major employers, non-profits, other major education centers and major institutions; hold several public meetings.
 - 3.1.2 Best Practices: Arlington, VA; Boston, MA; Philadelphia, PA
- 3.2 Research program technology, planning and funding options.
 - 3.2.1 Performance Measures: Issue a Request for Information, perform a feasibility study, or perform research in-house, depending on resources and timeline.
 - 3.2.2 Best Practices: New York, NY; Philadelphia, PA; Broward County, FL; Santa Clara County, CA; Boston, MA; Minneapolis, MN
- 3.3 Plan and procure the system.
 - 3.3.1 Performance Measures: Issue a Request for Proposals or sole source for equipment and management. Involve stakeholders. View contractor as a partner to evaluate station locations, branding/marketing and system size.
 - 3.3.2 Best Practices: Boston, MA; Melbourne, Australia; Arlington VA
- 3.4 Launch the program.
 - 3.4.1 Performance measures: Perform pre-launch membership sales, employer/institution special membership; gain free PR to maximize initial membership
 - 3.4.2 Best Practices: Montreal, Quebec
- 3.5 Ongoing operations and program enlargement.
 - 3.5.1 Performance Measures: Strong bicycle maintenance and bike distribution to ensure good user experience, continued grassroots efforts with stakeholders and non-profits to ensure local 'ownership' of the system as well as continued desired growth in density and reach
 - 3.5.2 Best Practices: Montreal, Quebec; Paris, France; Lyon, France

Discussion

Bicycle sharing is a form of public transportation that is gaining momentum globally to help cities become greener, quieter and healthier places to live. It is a unique opportunity to convert non-bicyclists to cycling and to increase the visibility of bicycles.

There is currently only one large-scale bicycle share system in operation in North America, in Montreal, Quebec, Canada. However, the success of these systems in Europe has spurred strong interest in the United States. Currently, Arlington, VA, Boston, MA, Minneapolis, MN, Denver, CO and Miami, FL are planning to launch bicycle sharing systems in 2010.

One key to successful bicycle sharing systems is density. Stations should be located frequently so as to always be convenient, and there should be more bicycle docks located at major transportation hubs, employment centers, entertainment areas and large institutions. With downtown Milwaukee covering an area of approximately 1.5 square miles, a system consisting of approximately 500 bicycles and 40 stations would be appropriate. A well designed pilot program of 100 bikes in a small area is a potential mechanism to gain momentum for a larger program.

Funding for the initial capital outlay is the key planning step. Options include federal transportation funds, local funds, private sponsors and advertising.



Bike sharing programs can help travelers complete the “last mile” of a transit trip and provide convenient accessibility within a city.

4. Program Recommendations

Education Programs

Goal

Increase the safety of bicyclists by educating all road users on applicable laws and how to share the road.

Share the Road

Educating motorists and bicyclists to share the road will establish safer, more inviting streets for bicycling. Many cyclists, motorists and pedestrians are not aware of their legal responsibilities on the street, as well as their responsibilities toward other users of the streets. This commonly results in motorists who do not respect the rights of cyclists and pedestrians as well as cyclists who do not operate their bike in a legal manner. Increasing education for all street users will result in a safer transportation system.



Bike camps offered to Milwaukee students are popular and fun ways to teach youths about safe cycling.

4. Program Recommendations

Objective 1: Provide Regular Bicycle Education to City Residents

Supporting Policies

- 1.1 Provide bicycle and pedestrian education to all students enrolled in a Milwaukee elementary school.
 - 1.1.1 Performance Measures: Provide bicycle education in 25% of all Milwaukee elementary schools by 2012, 50% by 2014, and 100% 2016.
 - 1.1.2 Best Practices: Marin County, CA
- 1.2 Provide education to road users and pedestrians through targeted enforcement when new facilities are implemented.
 - 1.2.1 Performance Measures: Conduct at least one targeted education program annually related to new bicycle facilities.
 - 1.2.2 Best Practices: Portland, OR
- 1.3 Partner with the Bicycle Federation of Wisconsin or other educational organizations to offer regular teen and adult bicycling classes.
 - 1.3.1 Performance Measures: Ensure that adult and teen bicycle education classes are offered regularly beginning in 2011.
 - 1.3.2 Best Practices: League of American Bicyclists
- 1.4 Offer Share the Road education classes in lieu of a fine for first time minor traffic offenses.
 - 1.4.1 Performance Measures: If approved by the court system, offer deterrence classes beginning in 2011 to first time traffic offenders.
 - 1.4.2 Best Practices: Legacy Health Courses
 - 1.4.3 Responsible Department: Milwaukee Municipal Court; MPD
- 1.5 Expand the existing Downtown Ambassadors program to include Bike Ambassadors.
 - 1.5.1 Performance measures: Implement a Bicycle Ambassadors program by June 2011.
 - 1.5.2 Best Practices: Chicago, IL
- 1.6 Require share the road training for all municipal vehicle drivers and work with MCTS to train all transit drivers.
 - 1.6.1 Performance Measures: Ensure that all municipal vehicle drivers have received training by the end of 2012. Although bicycles are legal vehicles on the road, very few individuals receive formal bicycle education. This often results in poor awareness of the rules of the road as they apply to bicycles, as well as poor bicycle handling skills, particularly among youths. Bicycle education should be offered in many different forms to different segments of the population. Specific program recommendations are found in Appendix L.

Discussion

Bicycle and pedestrian education should be offered to all Milwaukee students, ideally between fourth and sixth grade, through the Safe Routes to School (SRTS) program (1.1). Federal funding is available on a competitive basis for SRTS programs as well as other bicycle education programs and opportunities for federal funds should be pursued whenever possible.

When new facilities such as bike boxes, bike boulevards or raised bike lanes are implemented, targeted education campaigns should be conducted to educate motorists and cyclists to the use and benefits of the new facility (1.2). This can be accomplished through advertising and PSAs, or by distributing flyers to cyclists and motorists near the facilities.

Teenagers and adults are also often lacking in bicycle knowledge and skills and should have educational opportunities made available to them (1.3). The League of American Bicyclists' Smart Cycling program and other educational programs teach safe bicycling and other techniques and can be offered through partner agencies.

Some jurisdictions offer driver education courses in lieu of a for minor traffic offences. The city should offer a Share the Road course that increases awareness of bicycle and pedestrian issues (1.4).

Bicycle Ambassadors educate bicyclists, pedestrians and motorists on the rules of the road and bicycle and pedestrian safety. The existing Downtown Ambassadors program should be expanded to include Bike Ambassadors who can assist and educate cyclists throughout the city (1.5).

City vehicles and MCTS buses make up a large share of the large vehicles on city streets. All drivers of these vehicles should be required to attend share the road bicycle education courses as a part of their ongoing training (1.6).

4. Program Recommendations

Encouragement Programs

Goal

Increase bicycling in Milwaukee through public and private encouragement events.

Encouraging Cycling Throughout the City

Chapter 2 of this plan describes the spectrum of bicyclists in Milwaukee, from those who will never consider biking to those who ride in any and all conditions and weather. In between those two extremes is a large group of residents who are open to cycling, but need a bit of encouragement. Formal encouragement programs, including programs to help residents purchase bicycles, organized rides and media that educates and encourages can go a long way toward increasing the level of cycling in Milwaukee.



Participants in a 24-hour race through Milwaukee neighborhoods pose for a group photo at the finish. Events like this encourage more cycling in the city.

4. Program Recommendations

Objective 1: Support Cost Effective Encouragement Events, Programs and Organizations

Supporting Policies

- 1.1 Support the events and programs of groups promoting bicycling.
 - 1.1.1 Performance Measure: Publicize significant local bicycle events, programs and non-profit group in appropriate city Web sites and publications, beginning in 2010.
 - 1.1.2 Responsible Department: DPW, DPH, DCD, Office of Environmental Sustainability (OES)
- 1.2 Encourage non-profit retail bike shop and bike education opportunities in underserved communities.
 - 1.2.1 Performance Measures: When the city has opportunities to do so, they will provide assistance to groups that wish to facilitate bike programs.
 - 1.2.2 Best Practices: Milwaukee Bicycle Collective; Dreambikes, Madison, WI; Community Cycling Center, Portland, OR; Blackstone Cycle Works, Chicago, IL; BICAS, Tucson, AZ; Freeride, Pittsburgh, PA
 - 1.2.3 Responsible Departments: DPW, DCD
- 1.3 Offer mini-grant opportunities that support community efforts that encourage bicycling, particularly to infrequent cyclists.
 - 1.3.1 Performance Measures: Use a portion of the *Milwaukee by Bike* program budget to offer mini-grants to applicants.
 - 1.3.2 Responsible Departments: DCD, DPW, OES

Discussion

Many people are interested in cycling more often but need encouragement to actually begin riding. For some, access to a bicycle or parts is paramount; others need training in how to ride safely; others may want to find a group to ride with. Although bicycles can provide a low-cost form of transportation, many individuals cannot afford to purchase one for themselves or for their children. To increase transportation options, improve accessibility, and improve public health, the city should promote programs and organizations that work to make bicycles available to anyone desiring one (1.1).

Although Milwaukee has numerous bicycle shops, the majority of the city does not have access to local shops. This makes it difficult for residents to purchase bicycles and necessary accessories as well as have maintenance performed. Small shops, non-profits and "Do It Yourself" shops can provide access to inexpensive used bicycles, parts and services in areas without access to these services currently. Additionally, non-profit groups can provide the encouragement, training and resources needed to get more Milwaukee residents on bikes. Supporting non-profit groups is a cost-effective way to reach people interested in bicycling who may need some encouragement (1.2).

Mini-grants offered by the city can fund community efforts to encourage cycling. These grants should be made available to neighborhood groups and others on a competitive basis to increase cycling in targeted areas (1.3).



Students learning to repair bikes at the Bicycle Federation's North Division Shop.

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Objective 2: Provide Top-Notch Bicycle Publications and Media Materials

Supporting Policies

- 2.1 Update the *Milwaukee by Bike* promotional study and implement its recommendations.
 - 2.1.1 Performance Measures: Produce a new *Milwaukee by Bike* promotional guide by the end of 2011.
- 2.2 Develop a logo for *Milwaukee by bike* that is used on all city webpages, publications, and media.
 - 2.2.1 Performance Measures: Produce a logo by the end of June 2010.
- 2.3 Partner with media outlets for PSAs and other bike-positive stories.
 - 2.3.1 Performance Measures: Create and run at least one print and one video PSA by 2011; target at least one positive cycling story in local media per month.
- 2.4 Update all publications annually.
 - 2.4.1 Performance Measures: Ensure that all bicycle publications, including maps and brochures, are updated annually.
- 2.5 Identify and produce new bicycle publications that may be needed.
 - 2.5.1 Performance Measures: Create fliers or other media to educate users about bike boxes, bicycle parking, commuting by bike, and other topic areas. Print all media in English and Spanish.
 - 2.5.2 Best Practices: Pittsburgh, PA; Chicago, IL
- 2.6 Target promotional materials at specific groups or neighborhoods to increase bicycle usage.
 - 2.6.1 Performance Measures: Implement a funded SmartTrips targeted marketing campaign as part of the Bicycle Program by the end of 2011.
 - 2.6.2 Best Practices: St. Paul, MN
- 2.7 Utilize innovative communication technology such as Facebook, Twitter, Ning and other social networking sites to promote cycling.
 - 2.7.1 Performance measure: Establish and regularly update a *Milwaukee by Bike* Facebook and Twitter account in 2010.

Discussion

The 2002 *Milwaukee by Bike Bicycle Publicity Plan* outlined ways for the city to actively promote and encourage bicycling. The conclusions and recommendations of the study are still valid, but large shifts have occurred in media and promotion. Chapter 5 provides brief branding and promotional recommendations, but the city should update the *Milwaukee by Bike Bicycle Publicity Plan* as a formal guide that outlines media strategies to encourage bicycling in Milwaukee (2.1 – 2.3).

The city bicycle map and other bicycle safety and educational fliers should be updated annually (2.4). These materials should be widely available throughout the city in both English and Spanish and should be provided on the city's bicycling webpage.

New facilities, such as shared-lane markings and bicycle boxes can be confusing for both cyclists and motorists. As new facilities are implemented, educational materials should be produced that can be distributed to the public, particularly during enforcement activities by the Milwaukee Police Department (2.5).

Targeted marketing materials, sometimes called the SmartTrips program, can have a great impact on increasing bicycle mode share. Such a program should be undertaken in partnership with other city or county agencies to encourage bicycling (2.6).

Social networking sites have gained widespread usage, particularly with younger residents. By utilizing such sites, the city can update residents on infrastructure projects, encouragement activities, and other bicycle related news and events (2.7). These sites can also publicize stolen bicycles that have been registered with the city.



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4. Program Recommendations

Enforcement Programs

Goal

Increase bicyclist safety by better enforcing the rules of the road for all street users.

Applying the Law to all Road Users

When users of the roadway follow the “rules of the road,” Milwaukee’s transportation system is safe and efficient – it is when users break the law that this system begins to break down. Both motor vehicle drivers and cyclists are guilty of violating regulations designed for safety. However, when a crash occurs between a motor vehicle and a cyclist, the cyclist always comes out on the losing end. It is important that the rules of the road are enforced for all road users, cyclists, motorists and pedestrians. This enforcement effort should focus on those infractions that most imperil cyclists and pedestrians including speeding, right-of-way violations and dangerous passing.



Enforcement of traffic laws for bicyclists and motorists is important in making bicycling safer in Milwaukee.

4. Program Recommendations

Objective 1: Ensure That Milwaukee Police Understand Bicycle Issues

Supporting Policies

- 1.1 Work with MPD to appoint a police department bicycle liaison.
 - 1.1.1 Performance Measures: Appoint a police department bicycle liaison by the end of 2010.
 - 1.1.2 Best Practices: Portland, OR
 - 1.1.3 Responsible Department: DPW, MPD
- 1.2 Increase the number of Milwaukee police specially trained for bicycle safety enforcement.
 - 1.2.1 Performance Measures: Provide 2 – 3 bicycle law enforcement training sessions annually. Programs such as WisDOT's Enforcement for Bicycle Safety cover appropriate issues and count toward Wisconsin Department of Justice training.
 - 1.2.2 Best Practices: Portland, OR
 - 1.2.3 Responsible Department: MPD
- 1.3 Educate police officers on bicycle safety issues.
 - 1.3.1 Performance Measures: Offer Wisconsin Pedestrian & Bicycle Law Enforcement Training Course on a biennial basis as part of regular required police officer training.
 - 1.3.2 Responsible Department: MPD

Discussion

Personal safety is one of the top concerns of cyclists and one of the top reasons many people report for not bicycling. Safety issues can partially be addressed through more aggressive education and through better enforcement of existing traffic laws.

A formal police department bicycle liaison should focus on bicycle issues within the department (1.1). The liaison should have a permanent position on the Milwaukee Bicycle and Pedestrian Task Force. Additionally, the liaison can focus on increasing police awareness of the behaviors by both motorists and bicyclists that create the greatest risks of a crash. Proper education can increase police awareness of bicycle safety issues while also counting for mandatory on-going training.

For police officers to properly enforce traffic laws relating to bicycles, they must be aware of the activities by motorists and cyclists that pose the greatest risk to cyclists. Regular bicycle related training for all Milwaukee police will help increase their understanding of dangerous activities and allow them to better enforce existing laws while also educating residents on safe behaviors (1.2 - 1.3).



Enforcement is an important component of teaching safe cycling behavior

4. Program Recommendations

Objective 2: Better Enforce Existing Traffic Laws for Both Motorists and Bicyclists

Supporting Policies

- 2.1 Work with MPD to better enforce all traffic violations, particularly failure to yield, speeding and safe passing distance violations.
 - 2.1.1 Responsible Department: DPW, MPD
- 2.2 Increase enforcement of traffic violations by bicyclists.
 - 2.2.1 Performance Measures: Double the amount of targeted bicycle law enforcement by 2015.
 - 2.2.2 Best Practices: Madison, WI
 - 2.2.3 Responsible Department: DPW, MPD
- 2.3 Increase funding and support for the MPD bicycle unit.
 - 2.3.1 Performance Measures: Expand the number of police officers in the bicycle unit from 60 to 100 by the end of 2012. Include funding for new police bicycles every year as well as for special clothing and equipment required by bicycle unit.
 - 2.3.2 Best Practices: San Antonio, TX
 - 2.3.3 Responsible Department: DPW, MPD
- 2.4 Improve police reporting of all bike crashes and conduct annual crash analysis to determine problem areas that may require infrastructure improvements or enforcement efforts.
 - 2.4.1 Performance Measures: Annual crash analysis published beginning in 2012.
 - 2.4.2 Responsible Department: DPW, MPD
- 2.5 Implement 24-hour speed zones around all parks and schools
 - 2.5.1 Performance Measures: Request permission from WisDOT to implement 15 mph speed zones by the end of 2011. If approved, begin implementing such zones in 2012.
 - 2.5.2 Best Practices: State of Arizona

Discussion

The Milwaukee Police Department (MPD) should better enforce existing traffic laws, particularly those that pose the greatest risks to cyclists and pedestrians (2.1 – 2.2). These include failure to yield by drivers and cyclists, speeding and close passing by drivers, dangerous riding by cyclists and cycling at night without reflectors or lights. Enforcement in these areas should focus on education, rather than issuing citations, at least for first-time offenders.

The Milwaukee Police Department currently receives \$4,000 annually for targeted bicycle enforcement through WisDOT Bureau of Transportation Safety grants. These grants pay police officers who volunteer to work overtime for bicycle law enforcement in areas of high bicycle traffic. This funding should be increased to allow for additional target enforcement (2.3).

The Milwaukee Police Department bicycle unit is a valuable resource: its members are more accessible to the public than officers in cars, can easily patrol areas not accessible by cars, can respond quickly in crowded or heavy traffic conditions, and the unit provides positive public relations for the department. Expanding funding for the bicycle unit can strengthen the police department at minimal cost (2.3).

Bicycle crashes are widely underreported, particularly when no motor vehicle is involved. This makes it difficult to analyze problem intersections or other areas that may need attention to increase safety. To properly report crashes involving bikes, police must be trained in the risk factors in bicycle crashes and the department must require reporting of crashes even with no injuries and little property damage (2.4).

Children are particularly vulnerable to crashes with motor vehicles as pedestrians and bicyclists because their skills are not fully refined at judging vehicle speeds and distances. Implementing 24-hour speed zones (15 mph) within a two-block radius of all parks and schools will reinforce to motorists the need to be particularly cautious in these areas (2.5).

4. Program Recommendations

Evaluation Programs

Goal

Evaluate bicycle facilities and programs to ensure they are effective.

Ensuring needs are being met

It is important that the city evaluate the effectiveness of bicycle facilities and programs, just as it does with other transportation programs. Evaluation should ensure that facilities achieve the goals they were intended to achieve and that they are doing so in a cost effective manner.



Volunteers count cyclists to monitor changes in the level of cycling in the city.

4. Program Recommendations

Objective 1: Gather Robust Data on Bicycle Usage throughout the City

Supporting Policies

- 1.1 Conduct semi-annual bicycle counts at locations around the city.
 - 1.1.1 Performance Measures: Conduct city-wide bicycle counts during the two national count periods every year.
 - 1.1.2 Best Practices: Portland, OR; Minneapolis, MN
- 1.2 Install automated bicycle counters around the city such as those from Eco-Counter.
 - 1.2.1 Performance Measures: Install four automated counters by the end of 2011.
 - 1.2.2 Best Practices: Vancouver, BC; Montreal, QC
- 1.3 Include bicycle and pedestrian counts in all manual traffic counts.
 - 1.3.1 Performance Measures: Require the inclusion of bicycles and pedestrians in all manual traffic counts by the end of 2010.
- 1.4 Monitor MCTS's Bikes on Buses counts to determine program usage and heavily used corridors that may need additional bicycle parking and support.
 - 1.4.1 Performance Measures: Annually determine the five bus routes with the heaviest bike rack usage and ensure that adequate bicycle facilities and parking exists in those corridors.

Discussion

It is critical that the city of Milwaukee know how many bicyclists are on its streets and where those bicyclists are. Regular bicycle counts at specific locations can provide a more accurate picture of bicycle usage within the city than data provided by the Census Bureau. The city should conduct counts at the same time each year and at many of the same locations so that changes in ridership can be assessed (1.1).

Bicycle counts only provide a snapshot of bicycle usage on a single day. Automated bicycle counters (in-ground loops, video or infrared) can provide data 24 hours a day, year-round (1.2). This data provides a better picture of bicycle usage, regardless of weather conditions or time of day. Locations for counters should be carefully chosen to focus on popular bicycle corridors.

Manual traffic counts are regularly conducted during the planning stages of road projects. Bicycle and pedestrian counts should be included in these counts so as to gather better data on bicycle and pedestrian usage at different locations around the city (1.3).

The Milwaukee County Transit System's bicycle counts can provide the city with useful data regarding bicycle usage on specific bus routes. This data can be used to focus planning for bicycle parking and other facilities (1.4).



Monitoring MCTS Bikes on Buses program can provide information about usage and major bike corridors

4. Program Recommendations

Promotional Programs

Goal

Promote bicycling in Milwaukee with a clear brand identity, social networking, and print materials.

Getting more people on bikes

To increase the visibility of Milwaukee's bicycle efforts, the city should create a unique brand identity that is clearly associated with the program. While efforts of this have been undertaken in the past, they have been largely unsuccessful. Branding the city's bicycle program requires a review of past efforts, adoption of an identifiable logo and color scheme, reworking of the city's bicycling webpage and social networking efforts, and consistent use of templates for all bicycle-related publications.

In 2002, the Bicycle Federation of Wisconsin conducted a branding study for the city of Milwaukee. The *Milwaukee by Bike Bicycle Publicity Plan* outlined a series of strategies to promote cycling awareness in Milwaukee and increase ridership. While many of the plan's recommendations were accomplished, the campaign failed to create a clear "brand" for the city's bicycling efforts. The city should work to establish this brand to further promote bicycling in Milwaukee.



Social networking sites such as Twitter can alert bicyclists to route detours or new bicycle facilities in Milwaukee.

4. Program Recommendations

Objective 1: Establish a Clear Brand Identity and Logo for the Milwaukee Bicycle Program

Supporting Policies

- 1.1 Develop a clear brand identity for *Milwaukee by Bike* to consistently identify all aspects of the city's bicycle program.
 - 1.1.1 Performance Measures: Develop a brand identity including a logo, color scheme, typeface and consistent publication templates by the end of August 2011.
 - 1.1.2 Best Practices: New York, NY
- 1.2 Develop a simple, easily identifiable logo for the bicycle program.
 - 1.2.1 Performance Measures: Develop a *Milwaukee by Bike* logo by the end of 2011 and use it on all city bicycle publications.
 - 1.2.2 Best Practices: Chicago, IL

Discussion

The city of Milwaukee's bicycle program and efforts should have a consistent brand identity that is easily identifiable by users. This brand identity should include a logo, a consistent color scheme and typeface, and should utilize consistent templates for all publications. By utilizing these elements, the city can begin to build an easily identifiable and marketable brand for bicycling that makes the system easier for residents to use (1.1).

The logo that the city develops as part of the bicycling program's brand identity should be simple and readily identifiable (1.2). The logo should be quickly identifiable at all sizes, from a logo on a business card or letterhead to a large banner at an event or a billboard. A number of sample logos are presented below. As shown in the "MKE by Bike" logos, a small change in the logo can make the logo more identifiable to a variety of users.



4. Program Recommendations

Objective 2: Create a *Milwaukee by Bike* webpage that Presents Useful Information

Supporting Policies

- 2.1 Utilize the *Milwaukee by Bike* brand identity clearly throughout the city's official bicycle webpage.
 - 2.1.1 Performance Measures: Update the city's webpage with elements from the brand identity by the end of 2011.
- 2.2 Update the city's official bicycle webpage with basic content that is frequently sought by residents.
 - 2.2.1 Performance Measures: Fully update the city's bicycle webpage with information on bicycle maps, bicycle parking and locking, education materials, events, safety tips, and other useful information by the end of 2011.
- 2.3 Present current information on the city's webpage.
 - 2.3.1 Performance Measures: Update the information on the city's bicycle webpage frequently to ensure it is accurate and current.
- 2.4 Provide quick links on the city's webpage that allow users to easily report a problem with the bicycle network, request a bike rack and link to social networking sites.
 - 2.4.1 Performance Measures: Include links on the city's webpage by the end of 2011.

Discussion

The official city of Milwaukee bicycle webpage (<http://www.city.milwaukee.gov/BiketoWork1989.htm>) provides plentiful information about bicycling in Milwaukee, but could use refreshing and reorganization to increase usability.

The *Milwaukee by Bike* webpage uses the city of Milwaukee general webpage template. While this limits the design of the page, it is possible to control some aspects of the template. In particular, the *Milwaukee by Bike* webpage should utilize the color scheme and logo identified in Objective 1 throughout the site to reinforce the brand identity of *Milwaukee by Bike* (2.1).

The majority of users visiting the site simply want to find a bike route map or learn how to properly lock their bike. The *Milwaukee by Bike* webpage should present useful information about bicycling in Milwaukee. This includes route mapping information, events, safety tips, bicycle locking instructions, sharing the road instructions, bikes on transit and other common information. The information should be displayed largely in graphical format, with basic text. All information should be available in Spanish as well as English (2.2 - 2.3).

More detailed information about bicycling in Milwaukee should also be included on the webpage, but it should be de-emphasized. This should include information about the city's bicycle staff, bicycle planning work, the Bicycle and Pedestrian Steering Committee and other updates.

Graphical links should be included on the right side of every page to provide users quick access to frequently used features (2.4). These should include:

- Report a Problem: Link to a form to report a bicycle-facility issue in the city of Milwaukee; information from the form should immediately be sent to the appropriate Department of Public Works manager to address the issue.
- Request a Bicycle Rack: Link to a form to request installation of a bicycle rack by the City; information on the form should immediately be sent to the appropriate Department of Public Works manager to fulfill the request.
- *Milwaukee by Bike* Social Networking: Link to the city's existing Ning page: <http://milwaukeebybike.ning.com/>
- Follow Us on Facebook: Link to a *Milwaukee by Bike* Facebook page maintained by city staff.
- Follow Us on Twitter: Link to a *Milwaukee by Bike* Twitter page maintained by city staff.

It is critical that requests from the first two links are promptly responded to by city staff, particularly to address any safety issues that may be reported.

4. Program Recommendations

Objective 3: Utilize Social Networking Sites to Promote Bicycling

Supporting Policies

- 3.1 Maintain the existing Ning site as an online hub for bicycling in Milwaukee.
 - 3.1.1 Performance Measures: Ensure that the site is updated at least once a week with information relevant to bicycling in Milwaukee.
- 3.2 Establish an official *Milwaukee by Bike* Facebook page.
 - 3.2.1 Performance Measures: Establish a Facebook presence by the end of June 2011. Ensure that the site is updated multiple times a week with information regarding bicycling in Milwaukee and safe bicycling in general.
- 3.3 Establish a *Milwaukee by Bike* Twitter account and use it to disseminate information about bicycling in Milwaukee.
 - 3.3.1 Performance Measures: Establish a Twitter account by the end of June 2011. Grant account access to a number of city bicycle ambassadors who can frequently update the account with information on road and path conditions, bike detours, and other information relevant to bicycling in Milwaukee.
- 3.4 Utilize intern staff to help maintain the *Milwaukee by Bike* social networking sites.
 - 3.4.1 Performance Measures: Hire an intern by the end of 2011 to focus on social networking and outreach work.

Discussion

The city should maintain a presence on social networking sites to promote cycling and cycling events in and around the city. This is already occurring with the Ning site (<http://milwaukeebybike.ning.com>) maintained by the Bicycle and Pedestrian Coordinator. This site allows registered users to post information on events and happenings, stolen bikes and other bicycle related news. The Ning site should continue to be maintained as it allows functionality not found on other social networking sites, particularly the forums that allow user-to-user communication about bicycle and non-bicycle related events (3.1).

While a useful site, most residents are not familiar with Ning. The city should establish a presence on Facebook and Twitter, both of which are very popular, particularly with mobile users. Facebook is useful to highlight bicycle-specific events whether or not the city is a sponsor of the events, local and regional news stories related to bicycling, and traffic detours or construction that may impact bicyclists (3.2). Facebook also allows users to post related stories and events.

Twitter is a resource that is useful for frequently communicating hazard or construction updates to users, as well as information about bicycling events. By allowing a number of approved users from different parts of the city to post updates to the account, the city can quickly spread information about cycling conditions on popular commuting and recreational routes (3.3).

It is critical that all social networking sites are updated multiple times a week to maintain user interest and promote the utility of the site to users. The sites must also be monitored by city staff for inappropriate posting or spam, particularly in any forums. This frequent updating and monitoring requires dedicated staff time that should not be expected to be carried out by the Bicycle and Pedestrian Coordinator. Internships for students studying web development, marketing and communications or media relations could be offered to help maintain the city's social networking presence up to date and useful for users (3.4).

4. Program Recommendations

Objective 4: Produce and Distribute Bicycle Education Materials

Supporting Policies

- 4.1 Produce pamphlets and brochures related to bicycling in Milwaukee.
 - 4.1.1 Performance Measures: Produce at least four new brochures or pamphlets by the end of 2011 and four additional brochures or pamphlets by the end of 2012. Brochures should cover a wide range of subjects as recommended in the discussion on the right.
- 4.2 Regularly update all printed materials to ensure they are current and relevant.
 - 4.2.1 Performance Measures: Update all brochures and pamphlets annually.
- 4.3 Use brochures and pamphlets to establish and expand the *Milwaukee by Bike* brand identity.
 - 4.3.1 Performance Measures: Ensure that all pamphlets and brochures adhere to the brand identity established for *Milwaukee by Bike*.
- 4.4 Widely distribute pamphlets and brochures.
 - 4.4.1 Performance Measures: Distribute printed materials to city libraries, public buildings, and local bike shops.

Discussion

The city should regularly distribute bicycle-related materials to users. These should include pamphlets about the city's bicycle rack request program, safety information including proper use of helmets, bicycle parking and locking, bike lanes, commuting and other information (4.1 - 4.2). The city should use a single unified template and color scheme for them, as well as the new *Milwaukee by Bike* logo (4.3).

Pamphlets should be either 8.5 inches by 5.5 inches (half of a letter size sheet) or postcard size (4.25 by 5.5) on a card stock with full color printing on both sides of the piece. All pieces should be made available in English and Spanish, and the city should regularly evaluate the need for other languages.

Recommended pamphlets include:

- Bicycle facilities
- Bike lanes
- Shared lanes
- Raised lanes
- Bicycle boxes
- Bicycle boulevards
- Other new facilities as they are implemented
- Share the Road
- Share the Trail
- Avoiding the door zone
- Commuting
- Shopping
- Bikes on transit
- Bicycle parking and locking
- Request a bike rack (should direct all users to the city's webpage)

All printed materials should include the *Milwaukee by Bike* logo, the webpage address, and Facebook and Twitter links. Best practices include materials produced by Bike Pittsburgh (<http://bike-pgh.org/>).

Pamphlets should be widely available throughout the city at bike shops, parks, city buildings and other locations (4.4).